

Crown Corporation

B u s i n e s s P l a n s

for the fiscal year 2015–2016

Nova Scotia Lands Inc.

Business Plan 2015–2016

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Message from the Minister and the President

Since its establishment in 2006, Nova Scotia Lands Inc. (NSLI) has achieved very steady progress in several major environmental and site redevelopment areas. The decommissioning of the Sydney Steel Corporation (Sysco) plant has been completed, as well as the environmental cleanup of the 185 hectare (ha) site. The first three phases, totaling 68 ha (170 acres) have been completely serviced and turned over to Harbourside Commercial Park Inc. (HCPI) for commercial development. Phase IV and V will be turned over and paid for out of this year's budget for a total of 34 ha (88 acres). On the remaining portion of the former Sysco steel plant site, slag reclamation and sales will continue.

In 2015–2016, one of the roles of NSLI will be to continue activities at the former Sysco site, recycle any remaining products of value, and put in place the necessary infrastructure for continued management of the commercial park facility on behalf of HCPI. Working in collaboration with HCPI, we will continue to assist in marketing this park to regional, national, and international interests. NSLI will also put to use its substantial environmental cleanup experience to deal with other contaminated sites, such as the Boat Harbour industrial waste facility. NSLI will continue as custodian of former Tar Ponds (Open Hearth Park) and Coke Ovens (Harbourside East) sites, ensuring appropriate long-term maintenance and monitoring, while encouraging use and development of the sites.

In 2015–2016, NSLI will continue management of the former Bowater site. We are also continuing to manage the Pictou Wharf facility, which includes major upgrades to the dock utilities and fender systems. NSLI will also continue to manage the reclamation and cleanup of the *MV Miner* on Scaterie Island.

Co-operative efforts will continue with a number of regional municipalities in planning for viable reuse of provincially owned properties in order to assist municipal governments in rebounding from the loss of a major industry.

The Honourable Labi Kousoulis
Minister of Internal Services

Gary Campbell
President, Nova Scotia Lands Inc.

Mission

To prioritize for action, assess, and, where necessary, remediate provincially owned properties, with the objective of returning these lands to reusable condition, with no substantial safety or environmental concerns.

Planning Context

As a Crown corporation, NSLI reports to a board of directors consisting of senior provincial officials. The minister responsible for the Crown Corporation is the Minister of Internal Services. NSLI maintains an office in Sydney, Nova Scotia and an office in Liverpool, Nova Scotia, along with a presence at the Department of Internal Services head office in Halifax. NSLI's website address is www.nslands.ca

NSLI was incorporated in August 2006 and began operations effective April 1, 2007. In recognition of the planned windup of Sydney Steel Corporation (Sysco), it was determined that future activity related to the continued remediation of Sysco's property would be conducted by NSLI. Approximately 75 ha (189 acres) of the former Sysco site has been completely remediated to industrial standards and has been developed as a major industrial park facility. The remainder of the Sysco site comprises the slag dump area, and this product will be mined, as required, by market conditions.

It is anticipated that Harbourside Commercial Park Inc. (HCPI), another provincial Crown corporation, will continue to market, sell, and lease reclaimed

properties. NSLI has entered into a management agreement with HCPI whereby NSLI supervises the operations of the commercial park as well as assisting in marketing the park.

In addition, the former Bowater Mill site in Liverpool, Nova Scotia, is being managed and developed by NSLI. The site, known now as Port Mersey Commercial Park, will be marketed in a similar fashion to HCPI, with the objective of spurring economic development.

Also, NS Lands manages the former Tar Ponds and Coke Ovens sites, known as Open Hearth Park and Harbourside East, respectively, ensuring proper environmental monitoring and maintenance.

Throughout its operations, NSLI will be guided by important key principles. These principles include strict attention to environmentally safe practices, a strong commitment to the health and safety of workers, respect for local communities, adherence to fiscal responsibility and public accountability, and the practical use of local labour and supplies.

In addition to management of the Sysco and Tar Ponds properties, NSLI will work in partnership with provincial government agencies and departments as it plays a new role in providing management, operation, security, and administrative services in the remediation of other environmentally challenged sites under the control of the Province of Nova Scotia. With this in mind, NSLI has been asked to work with other relevant provincial agencies in the long-term plan for the remediation of the contaminated Boat Harbour wastewater treatment site in Pictou County.

Strategic Goals

1. Safe and environmentally reusable remediated provincial lands
2. Recreationally, commercially, and industrially developed designated provincial lands

More specifically, NSLI will

- continue managing the former Sysco site
 - continue management of former Tar Ponds (Open Hearth Park) and Coke Ovens sites (Harbourside East)
 - continue management of Bowater site (Port Mersey Commercial Park)
 - continue to put in place the required infrastructure to allow for redevelopment of the Port Mersey site as a viable commercial park facility
 - continue to co-operate with the Cape Breton Regional Municipality in planning activities for viable reuse of former Sysco lands and assets, including necessary water supply, in efforts to increase the municipal tax base
 - assist in prioritizing provincially owned sites under its mandate to ensure that present public safety issues or serious environmental concerns are high on the action list
 - assess and, where necessary, remediate and redevelop provincial lands for future uses in an environmentally sound manner, meeting the province's obligations and strengthening relations with local communities
- maintain adequate security on sites to prevent the loss of provincial property and site assets and to maintain safe conditions
 - actively manage and market Harbourside Commercial Park as a viable location to establish commercial and industrial enterprises
 - actively manage and market Port Mersey Commercial Park, in Liverpool, to establish commercial and industrial enterprises
 - actively manage and market the Pictou Wharf as a viable shipping facility
 - manage the reclamation and cleanup of the *MV Miner* on Scaterie Island
 - in cooperation with relevant provincial agencies, plan for the future remediation of the Boat Harbour wastewater treatment site

Core Business Areas

Continued Development of the Former Sysco Site as Harbourside Commercial Park

No further environmental site assessments are needed; however, ongoing monitoring will be required.

Work will continue in the management of the properties into useful and valuable commercial real estate.

Development of the Port Mersey Site in Liverpool

Work will continue in the management of the properties into useful and valuable commercial real estate.

Management of Open Hearth Park and Harbourside East (Former Tar Ponds and Coke Ovens Sites)

Practice standards whereby we can allow development of the Harbourside East site.

Continue to promote and encourage use of the Open Hearth Park site.

Manage the long-term maintenance and monitoring program to ensure safe and environmentally sound use of both sites.

Environmental Site Assessment, Remediation, and Redevelopment of Other Sites

Some other former Sysco and non-Sysco properties require environmental site assessments or additional physical assessment. Physical assessment may include locating buried hazards, underground tunnels, or areas of surface soil subsidence.

Remediation or restoration and redevelopment plans will be developed and implemented as required. Remediation may include removal of hazards, demolition, soil and seed application, tree planting, remediation of contaminated soils, redirection or treatment of groundwaters, and other activities. Redevelopment may include rehabilitation of existing infrastructure.

Scope of work is to be defined by or in conjunction with other departments.

Reuse of Blast Furnace Slag By-products

Slag materials were produced as a by-product of the steelmaking process. Several hundred thousand tons of these products are on the former steel mill site. It has been demonstrated that several of these products are valuable as construction aggregates, filter media, and concrete aggregates. NSLI will continue to encourage and help private-sector companies to reuse these products for construction activities.

Priorities for 2015–2016

Former Sysco Site

- Continue management of lands on behalf of HCPI
- Continue long-term maintenance and monitoring of site
- Continue slag quarry
- Monitor air, sample groundwater

Management of Open Hearth Park and Harbourside East (Former Tar Ponds and Coke Ovens Sites)

- Support and ensure public activity in Open Hearth Park

- Maintain and use covenants allowing ways forward for commercial development of Harbourside East
- Continue with long-term maintenance and monitoring program
- Maintain archives of site cleanup

Management of Port Mersey Commercial Park (Former Bowater Site)

- Continue management of Bowater site – Port Mersey Commercial Park – on behalf of HCPI.

Nova Scotia Sites Review and Prioritization

- Continue to meet with those with vested interests (Natural Resources, Public Works and Government Services Canada, etc.) who may have knowledge of the sites and may have already identified problems or have had assessments done
- Work with other government departments on plans for the cleanup and redevelopment of provincial sites, including the Boat Harbour wastewater treatment site.

Environmental Site Assessment, Remediation, and Redevelopment of Other Sites

- Complete physical assessments on selected sites
- Complete CCME-based environmental site assessments on selected (higher priority) sites

- If problems are identified, develop a priority list to remove public safety hazards and environmental concern at prioritized sites
- Continue other ongoing assessments
- Carry out other work as contracted from other government departments
- Manage redevelopment of Pictou Wharf
- Continue management and redevelopment of Bowater site into a commercial park

Sydney River and Grand Lake Water Systems

- Maintain ongoing management of the Sydney River dam and fish ladder:
- Maintain Grand Lake dam and fish ladder.
- On behalf of HCPI, manage Grand Lake water supply operations.

Budget Context

	Estimate 2014-15 (\$ 000)	Forecast 2014-14 (\$ 000)	Estimate 2015-16 (\$ 000)	Port Mersey Estimate 2015-16 (\$ 000)
Revenue				
Management fee from HCPI	91	91	160	0
Leases and rent				300
Provincial funding				2,135
Economic development				1,250
Other				350
Miscellaneous recoveries	3,860	13,644	6,378	0
Miscellaneous revenue	0	3,735	0	0
Recovery from Tar Ponds (LTMM)	0	560	1,058	0
Recovery from Sysco	869	407	1,061	0
Total revenue	4,820	18,437	8,657	4,035
Expenses				
Payroll	1,050	1,114	1,252	0
General and administrative expenses	300	347	588	4,036
Project management	100	46	100	0
Security services	100	53	0	0
Sysco LTMM	300	225	424	0
Sysco infrastructure	495	114	550	0
OHP (LTMM)	0	0	807	0
OHP improvements (LTMM)	0	0	97	0
<i>MV Miner</i>	0	0	4,739	0
Pictou Wharf	0	0	100	0
Non-Sysco projects	2,475	16,538	0	0
Total expenses	4,820	18,437	8,657	4,036
Net income	0	0	0	(1)
FTEs	15	9	16	4

Outcomes and Performance Measures

Core Business Area 1 *Provincially owned lands in need of remediation are made safely and environmentally reusable*

Outcome	Measure	Base Year	Trends	Target: 2015-16	Strategies to Achieve Target
Environmental monitoring for Tar Ponds and Coke Ovens sites	Two assessments to be done on groundwater	2011-12	2011-12: 10% 2012-13: 90%	100%	Ongoing assessments
Develop covenants	Commercial Development	2014-15		100%	Use internal resources to develop document
Long-term maintenance and monitoring program (25-yr plan)	Establish program Continued monitoring and maintenance	2014-15		100%	Use internal resources Plan established and will be managed
Maintain archived data related to cleanup of sites	Documents library	2014-15		100%	In progress
Effective monitoring of Sysco site				100%	Ongoing
Effective management of Sysco site	Monitoring ground water			100%	Ongoing
Effective management of Bowwater lands	Secure \$300,000 in leases and \$300,000 in wharf usage.			100%	Ongoing

Core Business Area 2 *Designated provincially owned properties are recreationally, commercially, and industrially developed for social and economic benefit*

Outcome	Measure	Base Year	Trends	Target: 2015-16	Strategies to Achieve Target
Health and safety issues Identified	Document problems and develop action plan	2009-10	2015-16: Ongoing as per needs	All main H & S issues dealt with	Use internal resources to repair problems presenting a safety concern
Pictou Wharf redevelopment	Fender upgrades	2013-14		100%	Completed this year if resources are available
Management of Bowater (Renova) site	Continue ongoing redevelopment and cleanup		2015-16: 50%	100%	Building improvements Road improvements

